

TOWN OF DAVIE  
OFFICE OF THE TOWN ADMINISTRATOR

MEMORANDUM

**TO:** Mayor and Town Council

**FROM:** Thomas J. Willi, Town Administrator

**DATE:** January 29, 2003

**RE:** Evaluation of Town Administrator

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The evaluation of the Town Administrator is scheduled for the February 5<sup>th</sup> Council meeting. The last evaluation was completed on June 19, 2002. At that time Council asked staff to research various evaluation formats.

Staff contacted 19 organizations from Dade, Broward and Palm Beach County to compile information on their respective evaluation formats. The research (copy provided) shows only 2 municipalities use a formal evaluation form, Hollywood and Lauderdale Lakes. Hollywood uses a software product and Lauderdale Lakes uses an evaluation form. In most instances the evaluation is initiated by the manager via memo to the elected body.

Research has also revealed additional reasons why an evaluation should be completed as well as guidelines that can help put the evaluation in proper perspective. They include:

The evaluation process should be agreed to by both the Council and Administrator.

The evaluation process should be positive. It should be looked upon as an opportunity for both the elected officials and the administrator to assess how the administrator is performing his job and to what extent he is meeting the expectations of the elected body.

It should be used as an opportunity to tell the administrator what he is doing right and what he may be doing wrong. The evaluation should be viewed as a method for identifying problems early enough so that steps can be taken to correct the problem.

Evaluations should improve the communication process between the council and the administrator and improve the working relationship. Not only should it concentrate on past performance; it should also help define goals and objectives for future performance.

Evaluation should be based as far as possible on objective criteria which identify skills, achievements and results. It can be difficult to come up with objective criteria when one considers the many hats that an administrator must wear. That is one of the reasons why there is no standard set of criteria that I can provide to you.

Evaluations should reflect the opinion of the elected body as a whole. I am not so interested in what any one of you thinks of my performance as I am in what you as a group feel.

At the last evaluation held on June 19<sup>th</sup>, council agreed to continue to use goals that were adopted on February 6<sup>th</sup> of 2002. The following is a recap of those goals.

### **Strategic Planning**

Strategic plan initiatives have been implemented in a majority of the Town's departments. They range in scope from the addition of department directional signage and information to the formation of process review teams whose duties are to proactively look for potential problems and recommend solutions.

The strategic planning process is budget oriented, assisting each department in formulating operating and capital budgets for the upcoming budget cycle. This will be the first year that departments will be able to take advantage of the planning process to set program goals and direct their budget resources accordingly.

Strategic plan revisions will be an annual event as part of each department's budget since implemented for the first time in 2002, and therefore should be considered an ongoing project.

### **Project/Complaint Automated Tracking**

The citizen response system has become a very popular way for residents to communicate with the Town. To date, the Town has received over 930 requests for information through the automated system.

The project tracking system is in operation and is efficiently documenting a number of Town projects. The system is used to set timetables for project completion and as a means to track progress towards Town goals. Issues being tracked within the system range from annexation issues to park development projects. Please take the time to sit down with staff and view the system at your convenience.

The Town held a technology seminar with staff members from neighboring municipalities in August of 2002. The event focused on some of the new technologies that the Town had recently implemented. Many members in attendance were very impressed with the strides taken by the Town in this area. Recently the Town was notified that South West Ranches and Pembroke Pines have purchased the exact citizen response system utilized by the Town as a result of attending our seminar.

I have formed a technology advisory committee with key players from various departments to bring consensus to the Town's computerization needs. The group meets regularly to discuss hardware needs, new software, recurring computer problems, training and new technologies. Involving the end user in the decision making process has greatly improved the outcome of the computerization project.

Another addition to Town technology has been the use of Geographic Information Systems. The Town now offers GIS mapping through our website under the MAP US button. A resident can view aerial photos, get property information such as lot, block, subdivision and flood zone information, trail locations, etc. all with the touch of a button. The same technology is being used to meet the requirements of GASB 34 documenting the Town's infrastructure including roads, light poles, bridges, culverts, water and sewer services, sidewalks and drainage pipes.

### **Increase Town Employee Diversity**

Due to the Town's policy of delayed hires there has not been a significant change in any employee demographic area. A large amount of the budgeted new positions will be filled in the 2<sup>nd</sup> and 3<sup>rd</sup> quarters of fiscal year 2003. With Council's permission I will provide a report on the Town's progress in this area later in the fiscal year.

### **Customer Service**

Improving customer service is an ongoing goal of the Town. Many strategic plan considerations center on improving stakeholder communication with the Town.

Additionally, the Town published a customer service manual that contained guidelines to improve the service offered by the organization. Staff received training on the contents of the manual which included the Town's customer service vision, mission statement, philosophy and values. The customer service guide is now part of the new employee orientation package.

Satisfaction surveys are available at every public counter for stakeholder use. When completed these surveys are reviewed and the questions and comments posed by the public are responded to, usually with an entry into the Citizen Response System. A few residents have called me directly to say that they never thought that their comments would be addressed in any manner. They were happy to see that the time they took to fill out the survey was not wasted and that somebody cared about what they actually thought. A complete file is available in administration if you are interested in viewing.

### **Summary of Completed and/or Ongoing Projects**

Grants - The Town has made tremendous gains in the area of grant funding. Since the grant position was filled, the Town has increased grant applications by 103% over FY 01-02. We are currently on-track to increase grant funding in FY 03 by 25-30%.

Fire Negotiation - Working towards contract resolution.

Fire Bond Issue

60 acre litigation - possible park purchase through LPAB

Purchase of Orange Dr. Covenant House property

Purchase of Sundance parcel

PAL Building construction

Betty Booth Roberts Neighborhood Park improvements

Drainage projects - 23 St, Vista Filare, etc.

Pedestrian crossing - Griffin Road

2003 All American City Award

Tree City USA Designation

Tree preservation presentation by Dev. Svcs.

Sterling Award Process

Computerization upgrades - town wide

Telephone system installation

Town wide facilities maintenance - Town facilities have never looked better

Budget preparation - revenue review & training - strategic plan implementation

FEMA Drainage improvements grant

Cost Recovery program

Young At Art facility

Sale of original Young at Art SR 84 site

Rural Lifestyle initiative  
Fee schedule for Development Services  
Traffic Study workshops  
Trail System – documented with GIS, Trip-Tik to be presented to Council in Feb.  
Utility Bond Refinancing  
Ferncrest Service Area Study  
Town Investment Strategy  
GIS implementation  
MAP US – Website mapping for public use  
Phase II – Potter Park improvements  
CRA/Town – strategic planning for CRA activities  
Wetland Grants  
Budget Process Improvements  
Annexations – voluntary annexation petitions  
Disaster Preparedness  
Hurricanes and Horses brochure from Agricultural Advisory Board  
Harmony Village Joint Venture – residential  
Boys and Girls Club – Harmony Village  
Town/NSU Regional Activity Center Master Plan  
Election preparedness  
Viele House relocation  
School facility improvements – fields, lighting, shelters, etc.  
Broward Days Rotunda exhibit  
Advisory Boards Policy  
ISO Rating – The town's rating improved significantly for building permit services. The Fire Department is currently undergoing the rating process at this time.

As Town Administrator I represent the Town at three organizations, Florida City/County Managers Association, Davie/Cooper City Rotary Club and the Fraternal Order of Police. Additionally, I recently finished a term in December as president of the Building Officials and Inspectors Association of Broward County. This organization facilitates state required continuing education training for building, electrical, mechanical, plumbing, fire and engineering inspectors from Broward, Dade and Palm Beach County. The education program is designed with keeping educational costs to a minimum. I now serve as District Director, representing the organization at the state level.

I was recently accepted into the Masters in Public Administration program at Nova Southeastern University and have completed my prerequisite requirements prior to starting classes again in April of this year. I have asked the Chiefs of both Police and Fire along with the Assistant Town Administrator to

join me in the MPA program. I am happy to report that they have also been accepted to the program.

At the last evaluation Council approved a 5% salary increase. As of June of 2003 I will have served as Town Administrator for 3 years. During this time I have taken the opportunity to improve my job skills, increase communication levels with Council as well as the public, sought accountability for staff actions or lack thereof and have progressed the organization technologically, ethically and fiscally. I am proud of the accomplishments of the Town during these years and look forward to continuing these efforts long into the future.

For your review I have attached a copy of my present contract, a copy of the evaluation survey completed by staff and a copy of a recent salary survey completed by Rachlin, Cohen and Holtz for the Florida City/County Managers Association.

At this juncture I am requesting a change to my contract language. As you can see it takes time to change the philosophy of an organization the size of the Town. In order for the organization to meet its goals and provide superior customer service long into the future to our stakeholders requires management stability. To this end I recommend that my contract be revised to require a super-majority vote to release me from my duties. This change is becoming very popular in many manager contracts. This provides the manager some insulation from "issues of the day" and election changes. This change would not remove Council's ability to terminate the manager for wrong doing; just provide the stability necessary to allow the operation of the organization to succeed.

I appreciate the supportive relationship and team effort now displayed by this Council and look forward to continuing this relationship for many years.

Addendum to employment agreement between Administrator and Town of Davie

Section 3 Termination and Severance Pay

(3) Termination of the Administrator without cause shall require a super-majority vote of the Town Council.

Approved

By \_\_\_\_\_  
Harry Venis, Mayor

\_\_\_\_\_  
Thomas J. Willi

Attest \_\_\_\_\_  
Russell Muniz  
Town Clerk

RESOLUTION NO. 2001-041

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, AUTHORIZING THE MAYOR TO EXECUTE AN EMPLOYMENT AGREEMENT BETWEEN THE TOWN AND TOWN ADMINISTRATOR THOMAS J. WILLI; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Section 6 of the Charter of the Town of Davie, provides for the position of Town Administrator; and

WHEREAS, the Town of Davie has named Thomas J. Willi as Town Administrator; and

WHEREAS, the Town of Davie wishes to enter into an agreement with respect to terms of the appointment and wish to reduce the agreement to writing, a copy of which is attached hereto as Exhibit "A".

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The Town Council of the Town of Davie hereby authorizes the Mayor to execute the Employment Agreement, a copy of which is attached hereto as Exhibit "A".

SECTION 2. That Thomas J. Willi is appointed to serve in the position as Town Administrator for the Town of Davie under the terms and conditions set forth in Exhibit "A" attached hereto and made a part hereof.

SECTION 3. This Resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2001.

ATTEST:

\_\_\_\_\_  
MAYOR/COUNCILMEMBER

\_\_\_\_\_  
TOWN CLERK

APPROVED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2001.

COPY



**EMPLOYMENT AGREEMENT**

**COPY**

THIS AGREEMENT entered into this \_\_\_\_ day of \_\_\_\_\_, by and between the Town of Davie, Florida, a municipal corporation (hereinafter "Davie") and Thomas J. Willi (hereinafter "Town Administrator").

Witnesseth:

WHEREAS, the office of the Town Administrator is a unique position created by the Charter of the Town of Davie, with responsibility to supervise the administrative activity of the Town and to provide for the coordination of such activities; and

WHEREAS, Davie desires to employ the services of Thomas J. Willi as Town Administrator of the Town of Davie, to fulfill the responsibilities of the office as specified in the Town Charter; and

WHEREAS, as an inducement to employment and the establishment of a long term relationship, it is the desire of the Town Council to provide certain benefits, to establish certain distinct conditions of employment appropriate to the chief administrator of Davie, and to set working conditions of Town Administrator; and

WHEREAS, Town Administrator desires to accept employment as Town Administrator of the Town of Davie; and

WHEREAS, Davie and Town Administrator wish to formalize the terms of appointment as Town Administrator.

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, the parties agree as follows:

**Section 1. Duties.**

Davie hereby agrees to employ Thomas J. Willi as Town Administrator of the Town of Davie to perform the functions and duties specified in Section 6 of the Town Charter and to perform other legally permissible and proper duties and functions as the Council shall from time to time assign.

**Section 2. Term.**

A. The employment of the Town Administrator shall be without definite term and shall continue until reassigned or terminated as provided for herein.

B. Nothing in this agreement shall prevent, limit or otherwise interfere with the right of the Council to terminate the services of Town Administrator at any time, subject only to the provisions set forth in Section 3 of this agreement.

C. Nothing in this agreement shall prevent, limit or otherwise interfere with the right of Town Administrator to resign at any time from his position with Davie, subject only to the provision set forth in Section 4 of this agreement.

Exhibit "A"

D. This agreement is retroactive to December 20, 2000.

### Section 3. Termination and Severance Pay.

A. In the event Town Administrator is terminated without cause by the Council and provided that the Town Administrator is willing and able to perform his duties under this agreement, then in that event Davie agrees to pay Town Administrator a sum equal to not more than nine (9) month's aggregate salary, benefits and deferred compensation, payable as follows:

(1) A cash payment equal to one (1) month aggregate salary paid at time of termination;

(2) Commencing with the first pay period subsequent to termination, an additional severance paid periodically as payroll for a period not to exceed eight (8) months. Upon being reemployed full-time by another government employer, Town's obligation to pay severance pay shall cease, except that if the salary at the place of reemployment is less than that being provided by Davie, then Davie shall pay the difference each month until conclusion of the periodic severance period.

Medical, dental and pension benefits shall continue until the expiration of one (1) year from termination. Town Administrator shall also be compensated for all earned sick leave, vacation, holidays, compensatory time, and other accrued benefits to date as provided for herein. In the event Town Administrator is terminated for cause, Davie shall have no obligation to pay the aggregate or periodic severance sum designated in this paragraph. For purposes of this agreement "for cause" shall mean conviction of any felony whatsoever or a misdemeanor directly relating to his power, duties or privileges as Town Administrator, violation of the Town Charter or ordinance of the Town of Davie or any misdemeanor involving moral turpitude.

B. Davie shall give Town Administrator ninety (90) days notice of termination of this agreement without cause.

C. Council may decide to return Town Administrator to another administrative position subject to salary negotiations and agreement by both parties. In the event this provision is accepted, the Town would agree to pay three (3) months severance at the time of reassignment.

### Section 4. Resignation.

In the event Town Administrator voluntarily resigns his position with Davie, then Town Administrator shall give Davie sixty (60) days notice in advance, unless the parties agree otherwise. Town Administrator shall be compensated for all earned sick leave, vacation, holidays, compensatory time and other accrued benefits to date.

### Section 5. Disability.

If Town Administrator is unable to perform his duties for a period of twelve (12)

successive weeks beyond any unused leave, or for ninety (90) working days over a one hundred and twenty (120) working day period, Davie shall have the option to terminate this agreement, subject to the severance pay requirements of Section 3(A).

**Section 6. Salary.**

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Davie agrees to pay Town Administrator for his services rendered pursuant hereto an annual base salary of \$99,000, payable in installments at the same time as other management employees of Davie are paid. In addition, Davie agrees to increase said base salary and/or benefits of Town Administrator in such amounts and to such extent as the Council may determine that it is desirable to do so on the basis of an annual salary review of said Town Administrator. Cost of living increases shall be credited to base salary as any other executive/management employee.

**Section 7. Performance Evaluation.**

A. The Council shall review and evaluate the performance of the Town Administrator at least once annually. Said review and evaluation shall be consistent with the stated goals and objectives referred to in paragraph B below.

B. The Council and Town Administrator may annually define goals and performance objectives that they determine necessary for the proper operation of the Town of Davie and in the attainment of the Council's policy objectives and shall further establish a relative priority among those various goals and objectives, said goals and objectives to be reduced to writing. They shall generally be attainable within the time limitations as specified and the annual operating and capital budgets and appropriations provided.

**Section 8. Executive Days.**

It is recognized that the Town Administrator must devote a great deal of time outside the normal office hours to business of Davie, and to that end Town Administrator will be allowed to take fifteen (15) executive days each year.

**Section 9. Automobile.**

Town Administrator's duties require that he shall have the exclusive and unrestricted use at all times during his employment with Davie of an automobile provided to him by Davie. Davie shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the operation, maintenance and repair of said automobile.

**Section 10. Vacation and Sick Leave.**

As an inducement to the Interim Town Administrator to become the Town Administrator for Davie, upon the effective date of this agreement, Town Administrator shall be credited with all vacation leave and sick leave as accumulated in the previous position of Interim Town Administrator and Building Official. Thereafter, Town Administrator shall accrue twenty (20) vacation days per year. There shall be no maximum accrual of vacation or sick leave. In the event of voluntary separation or in the event of termination pursuant to Section 3(C) above, there shall be a payout of all

accumulated vacation time, sick leave and compensatory time. In the event of involuntary termination without cause, Town Administrator shall be paid 100% of accumulated sick leave, vacation and compensatory time.

**Section 11. Disability, Health, and Life Insurance.**

COPY

A. Davie agrees to put into force and to make required premium payments for Town Administrator for a term life insurance policy in the amount of \$150,000. Jana Johnson-Willi, spouse, shall be the beneficiary.

B. Davie agrees to provide medical, dental and disability insurance for Town Administrator and his dependents in the same manner as other executive employees of Davie.

**Section 12. Pension.**

Davie shall make the standard pension contribution for management employees. If employment is terminated without cause by Davie, then Davie shall pay the amount of the account balance not vested, grossed up for the Town Administrator's prior years effective tax rate. Town Administrator is 100% vested in all pension contributions with the completion of 1 (one) year service as Interim Town Administrator or Town Administrator.

**Section 13. Dues and Subscriptions.**

Davie agrees to budget and pay for, on an annual basis, subject to annual review and appropriation, the professional dues and subscriptions of Town Administrator, including ICMA dues, necessary and desirable for his continued professional participation, growth and advancement, as well as state and county contractor and inspector licensing fees for the good of Davie.

**Section 14. Professional Development.**

Davie does hereby agree to budget for and to pay the travel and subsistence expenses of Town Administrator for the professional and official travel pursuant to Davie's policy or practice, as the same now exists or may be hereafter modified. Town Administrator shall be allowed at a minimum to attend the annual ICMA conference, Florida League of Cities Annual Conference, the annual Florida City Managers Conference and annual contractor and inspector continuing education programs. Town Administrator shall be paid an additional lump sum of \$650.00 annually over and above the base salary to cover the miscellaneous unreceipted out of pocket expenses incurred in attending said conferences and not reimbursed through Davie's policy. Town agrees to pay all costs (books and tuition) for Town Administrator to achieve a Bachelors and/or Masters Degree.

**Section 15. General Expenses.**

Davie recognizes that certain expenses of a non-personal and job related nature are incurred by Town Administrator, and hereby agrees to reimburse or to pay said general expenses upon receipt of duly executed expense vouchers, receipts, statements or personal affidavits. The amount of general expenses paid by Davie shall be approved by the Town Council during the annual budget process or at other such times as appropriate.

**Section 16. Civic Club Membership.**

Davie recognizes the desirability of representation in and before local civic and other organizations, and Town Administrator is authorized to become a member of civic clubs or organizations deemed appropriate by Town Administrator, for which Davie shall pay all expenses. Town Administrator shall report to Davie on each membership that he has taken out at Davie's expense.

**Section 17. Indemnification.**

COPY

Davie shall defend, save harmless, and indemnify Town Administrator to the extent allowed by law against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Town Administrator's official duties as Town Administrator.

**Section 18. Bonding.**

Davie shall bear the full cost of any fidelity or other bonds required of the Town Administrator under any law or ordinance.

**Section 19. Other Terms and Conditions of Employment.**

A. All provisions of the Town Charter and Code, and regulations and rules of Davie relating to vacation and sick leave, retirement and pension system contributions, holidays, tuition, and other benefits and working conditions as they now exist or hereafter may be amended, also shall apply to Town Administrator as they would to other employees of Davie, except as herein provided or modified.

**Section 20. General Provisions.**

A. The text herein shall constitute the entire agreement between the parties and cannot be amended except by written document executed with the same formalities as the original.

B. This agreement shall be binding upon and inure to the benefit of the heirs at law and executors of Town Administrator.

C. This agreement shall become effective commencing December 20, 2000.

D. If any provision of, or any portion thereof, contained in this agreement is held unconstitutional, invalid or unenforceable, the remainder of this agreement, or portion thereof, shall be deemed severable, shall not be affected, and shall remain in full force and effect.

E. Any claim, objection or dispute arising out of the terms of this agreement shall be litigated in the Seventeenth Judicial Circuit in and for Broward County, Florida.

F. The validity, construct and effect of this agreement shall be governed by the laws of the State of Florida.

IN WITNESS WHEREOF, the Town of Davie has caused this agreement to be signed and executed on its behalf by its Mayor, and duly attested by its Town Clerk, and the Town Administrator has signed and executed this agreement, both in duplicate, the day and year first above written.

TOWN OF DAVIE, a municipal corporation

By \_\_\_\_\_  
Harry Venis, Mayor

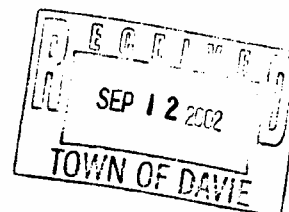
\_\_\_\_\_  
Thomas J. Willi

Attest: \_\_\_\_\_  
Russell Muniz  
Town Clerk

COPY



Rachlin Cohen & Holtz LLP  
Certified Public Accountants & Consultants



September 10, 2002

Mr. Thomas Willie  
Town Administrator  
Town of Davie  
6591 Orange Dr.  
Davie, FL 33314-3399

Dear Mr. Willie:

Please find enclosed a copy of the 2002 City Manager Salary Survey Report. Thank you for your city's participation in this project.

Please feel free to contact me if you have any questions.

Sincerely,

Colin Baenziger

CPB:klk

Enclosure

Phillips Point East Tower  
777 South Flagler Drive, Suite 150, West Palm Beach, Florida 33401 • Tel 561-833-0002 • Fax 561-833-3235  
Offices in: Miami • Ft. Lauderdale • West Palm Beach • Stuart

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**BROWARD  
2002 CITY MANAGER SALARY SURVEY**

City Name	Population	# of Full-Time Employees	# of Part-Time Employees	General Fund Budget	Total Budget	Services Provided	Name of Manager	Date of Hire	Years of Service	Contract	Type of Contract	Length of Contract	Automatic Renewal	Date of Last Renewal	Annual Salary
Coral Springs						Police, water, sewer, trash, garbage	Ivan Piro	BLANK	10 mos as Mgr. 10 mos as City	YES	Term	17 mos.	NO	N/A	\$ 82,000
Dania Beach	28,000	143	18	\$ 23,886,379	\$ 29,407,647	Police, garbage	Thomas Wm	BLANK	2 yrs as Mgr., 3 yrs as w/city	YES	Perpetual	N/A	YES	BLANK	\$ 105,000
Dania	77,500	580	70	\$ 57,000,000	\$ 60,000,000	None	Charles F. Dodds	BLANK	23 yrs as Mgr., 8 yrs as w/city	YES	Term	5 yrs.	YES	BLANK	\$ 132,000
Deerfield Beach	34,948	450	60	\$ 42,000,000	\$ 55,000,000	Police, water, sewer, trash, garbage	Stanley D. Williams	BLANK	4 yrs as Mgr., 4 yrs as w/city	YES	Term	1 yr.	BLANK	BLANK	\$ 102,000
Ft. Lauderdale															
Highwood															
Lauderdale Lakes	31,742	155	42	\$ 14,600,000	\$ 25,200,000	Water, utility	Charles F. Dodds	BLANK	1 yr as Mgr., 26 yrs as w/city	YES	Perpetual	N/A	YES	BLANK	\$ 99,619
Lauderhill	80,500	387	102	\$ 27,827,808	\$ 54,641,213	None	Leonard B. Gault	BLANK	11 yrs as Mgr., 22 yrs as w/city	YES	Term	3 yrs.	NO	N/A	\$ 129,948
Margate	53,009	483	49	\$ 30,085,183	\$ 78,508,633	None	Dr. Robert A. Levy	BLANK	18 yrs as Mgr., 15 yrs as w/city	YES	Term	10 yrs., expires 2007	NO	N/A	\$ 113,000
North Lauderdale	32,000	150	74	\$ 17,789,707	\$ 36,000,000	Police	Charles F. Dodds	BLANK	2 yrs as Mgr., 10 yrs as w/city	YES	Term	3 yrs.	YES	BLANK	\$ 94,796
Pembroke Park	6,250	17	5	\$ 4,400,000	\$ 6,500,000	Water, police, fire	Dr. Robert A. Levy	BLANK	13 yrs as Mgr., 27 yrs as w/city	NO	N/A	N/A	N/A	N/A	\$ 161,109
Pompano Beach															
Surfside															



**BROWARD  
2002 CITY MANAGER SALARY SURVEY**

City Name	Population	# of Full-Time Employees	# of Part-Time Employees	General Fund Budget	Total Budget	Services Not Provided	Name of Manager	Date of Hire	Years of Service	Contract	Type of Contract	Length of Contract	Automatic Renewal	Date of Last Renewal	Annual Salary
Tamarac	55,895	374	25	\$ 30,797,296	\$ 84,447,547	Police	Jeffrey Miller	BLANK	25 yrs as Mayor, 7 yrs w/City	NO	N/A	N/A	N/A	N/A	\$ 124,740
Weston	53,159	3	0	\$ 23,228,044	\$ 114,819,823	Police, Fire, EMS	John R. Fink	BLANK	5 yrs as Mayor, 5 yrs w/City	YES	Perpetual	None	NO	BLANK	\$ 134,000

**BROWARD  
2002 CITY MANAGER SALARY SURVEY**

City Name	Date of Last Increase	Expense Account	Amount of Exp Allowance	Car Allowance	Housing Allowance	Performance Bonus or Bonus Based on	Supplemental Pay	Supervisory Pay	Annual Leave Days	Sick Leave	Personal Days	Paid Holidays	Medical Insurance	Dental Insurance	
Coral Springs															
Dania Beach	BLANK	YES	\$ 8,400	Car Provided	N/A	N/A	YES	3 mos. Salary	15	12	2	11	90% Family	100% Family	
Dania	BLANK	NO	N/A	Car Provided	N/A	BLANK	YES	90 day notification, 0 mos. salary	20	12	15	11	100% Single	100% Single	
Deerfield Beach	BLANK	YES	Per Budget	YES	N/A	BLANK	YES	18 mos. Salary	20	12	1	10	100% Single, 25 family	FIXED	
FL Lauderdale															
Hollywood															
Lauderdale Lakes	BLANK	NO	Professional expenses	Car Provided	N/A	9,450	Evaluation	YES	6 mos. Salary, 1 yr benefits & car	16	12	10	3	100% Single	100% Single
Lauderdale	N/A	YES	\$350 MO.	BLANK	BLANK	N/A	N/A	YES	6 mos salary & 6 mos benefits including health/dental for family	24	12	1	11	YES	YES
Lighthouse Point															
Margate	N/A	NO	N/A	Car Provided	N/A	N/A	YES	6 mos. Salary	20	12	5	12	50% Single, 50% Family	N/A	
Merritt															
North Lauderdale	BLANK	NO	N/A	Car provided or \$5,000 annually	N/A	N/A	YES	BLANK	20	12	5	12	100% Family	100% Family	
Pompano Beach	BLANK	NO	N/A	Car Provided	N/A	N/A	YES	1 yr salary plus benefits	20	12	1	12	100%	100%	
Pompano Beach	BLANK	YES	\$4,800.00	Car Provided	N/A	N/A	NO	N/A	20	12	2	10	100% Family	N/A	
Pompano Beach															
Surfside															

**BROWARD**  
2002 CITY MANAGER SALARY SURVEY

City Name	Date of Last Increase	Expense Account	Amount of Exp Allowance	Car Allowance	Housing Allowance	Life Insurance Allowance	Health Insurance Allowance	Retirement Allowance	Severance Pay	Severance Pay Amount	Annual Leave Days	Sick Leave Days	Personal Days	Paid Holidays	Medical Insurance	Dental Insurance
Tamarac	BLANK	YES	\$2,500 Yr.	\$700 per Mo.	N/A	N/A	N/A	N/A	YES	9 mos salary, 1 yr insurance	20	12	3	11	100% Single, 75% Family	100% Single, 50% Family
Weston	BLANK	NO	N/A	N/A	N/A	N/A	N/A	N/A	NO	N/A	20	12	0	13	100% Family	100% Family

**BROWARD  
2002 CITY MANAGER SALARY SURVEY**

City Name	Union Insurance	Life Insurance Paid By City	Short Term Disability Paid By City	Long Term Disability Paid By City	Pension	Date of Last Survey	Completed By	Title of Person Completing Survey	Telephone Number	Fax Number	E-Mail Address	Distributed Report By
Coral Springs					Choice of pension or deferred comp.							
Dania Beach	50% Single 50% Family	\$ 100,000	100% Single	N/A	BLANK	1/97	1/97	1/97	954-924-2810	954-921-2004	ltv@03.dpr.bachon.fl.us	FAX
Dania	100% Single	\$ 175,000	100% Single	100% Single	11.9% base salary \$9,401K Deferred \$10,000 467	6/9/02	Thomas Vile	Tom Administrator	954-797-1030	954-797-2001	lvm_will@03ve.fl.gov	MAIL
Deerfield Beach	FIXED	\$ 300,000	BLANK	YES	Deferred	BLANK	Larry R. Decker	City Manager	954-490-1283	954-490-1288	larry@03ve.bachon.com	FAX
Hollywood												
Landerside	N/A	\$ 100,000	N/A	BLANK	15%	6/9/02	Adm Grants	Exec. Coordinator	954-535-2740	954-535-2192	BLANK	TELEPHONE
Lauderdale Lakes												
Lauderdale	Not Elected	\$ 130,000	YES	Not Elected	10% annual salary	5/14/02	Reylon Fernald	Admin. Asst.	954-730-3064	954-730-4240	dfern@03ve.mil.net	FAX
Lighthouse Point												
Margate	N/A	\$ 25,000	N/A	60%	FRS, 9.25%	BLANK	Leslie Lambert	Payroll & Benefits Coordinator	954-872-9464	954-835-5304	BLANK	FAX
Merritt												
North Lauderdale	100% Family	\$ 50,000	N/A	100%	16.8% City, 8% emp.	BLANK	Nell Andrews	Admin. Services Dir.	954-724-7096	954-720-2064	nm@03ve.mil.net	FAX
Panthers					401K, 467 deferred comp.	BLANK	Bob Ivy	Tom Manager	954-998-4000	954-998-5186	bob@03ve.mil.net	MAIL
Panthers Park	100%	\$ 100,000	100%	100%								
Pompano Beach	N/A	100%	N/A	N/A	8.5% Emp.	BLANK	Charles Rios	Chief Spec. II	954-435-5987			FAX
Pompano Beach												
Surfside												

City Name	Value Insurance	Life Insurance Paid By City	Short Term Disability Paid By City	Long Term Disability Paid By City	Dead end last Update	Mail Survey Completed by	Time of Person Completing Survey	Telephone Number	Fax Number	E-Mail Address	Distributed Report By	
Tamarac	Included in medical	\$ 50,000	Election	100%	18% City, 10% emp.; 141,000 - 487,000	68002	Kim Fields	Benefits Coordinator	954-724-1590	954-724-2409		
Weston	N/A	\$ 134,000	100%	100%	20% - 457 Deferred Comp Plan 6/14/02		Dennis Barrett	Asst. in City Manager	954-385-2000	954-385-2010	brt@rediffmail.com	FAX

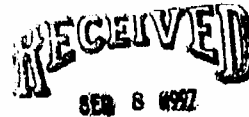
**MUNICIPAL SURVEY REGARDING POSSIBLE TOOLS  
USED FOR CITY MANAGER'S EVALUATION**

1. **BOCA RATON** – No forms, no formal procedures. The city Council gives an annual review and a salary increase in a public forum.
  2. **BOYNTON BEACH** – No forms used. The City Manager initiates the process by sending a memo to the Council (which would include his accomplishments etc.) reminding them of his review.
  3. **COCONUT CREEK** – No forms used.
  4. **CORAL SPRINGS** – No forms used. A verbal public hearing is held. Forms are not necessary as there is a contract. No other written dialogue.
  5. **DEERFIELD BEACH** – No forms or other tools used.
  6. **FORT LAUDERDALE** – No particular format but the Mayor once introduced a form from ICMA to the Commission but it was never formally used.
  7. **HALLANDALE** – No forms or tools used for evaluation. Item is placed on the agenda by the Commission's request.
  8. **HOLLYWOOD** – A software program called "Performance Now" is used for all supervisors and executive employees including the City Manager. The Council uses this tool and addresses the Manager in a public setting.
  9. **LAUDERDALE LAKES** – No forms used.
  10. **LAUDERHILL** – A formal form is used; please refer to attached document.
  11. **NORTH LAUDERDALE** – No forms used. The City Manager initiates the process by writing a memo of his accomplishments etc. to the Commission.
  12. **NORTH MIAMI** – Evaluations are not done for The City Manager and the directors. The City manager does not have a contract.
  13. **NORTH MIAMI BEACH** – The City Manager does not have a contract and an evaluation is not done.
  14. **MIAMI BEACH** – The City Manager initiates the evaluation process by preparing a memo for the Council.
  15. **AVENTURA** – A memo is prepared by the City Manager to the Council to initiate the process.
- /

16. **CORAL GABLES** – No formal evaluation is done.
17. **IPMA** – The form on the web is not appropriate for a City Manager's evaluation.
18. **ICMA** – A City Manager evaluation form is attached.
19. **FLORIDA LEAGUE OF CITIES** - Copies of faxed evaluation forms attached.

## M E M O R A N D U M

To: All Using Agencies  
From: R.L. Black, Range Rider *R.L.B.*  
Subject: Explanation of Manager Evaluation Form  
Date: Sept. 4, 1997



FLORIDA LEAGUE OF CITIES

The enclosed Evaluation Form prepared for and used by the City Commission of the City of Lauderhill may well serve as a model with appropriate modifications, for any City operating under the Council/Manager plan desiring to evaluate the performance of their City Manager.

The form includes four major sections or areas of evaluation with criteria under each section as follows:

- I Relations With Governing Body
- II Organizational Relations, including three subsections, Fiscal Management, Personnel Management, and Managing the Organization.
- III Relations With the Public
- IV Relations With Other Governments

A rating scale at the top of the first page of the Evaluation Form provides the basis for evaluating each of the thirty-two criteria included under the four major sections or areas. The scale ranges from "DOES NOT MEET EXPECTATIONS", at the bottom of the rating scale, to "EXCEEDS EXPECTATIONS", at the top of the rating scale.

Numerical values are assigned to the foregoing scale, i.e., 1 through 5, with 1 corresponding to "DOES NOT MEET EXPECTATIONS", and 5 corresponding to "EXCEEDS EXPECTATIONS". Number 3 corresponding to "MEETS EXPECTATIONS", is the midpoint of the scale.

The last sheet of the form provides an "OVERALL" rating entry for Governing Body members to record their comprehensive view or impression of the Manager's performance using the rating scale. It is not recommended to "add up" the 32 numbers recorded under the four major sections or areas and arrive at an average score.



Manager Evaluation Form

Page 2

The following suggestions for conducting the actual evaluation are offered for your consideration:

1. The evaluation should be conducted in a setting where there are as few interruptions as possible, and where all participants are seated at the same level.
2. The City Manager should be present during the session and complete a self-assessment using the same form as the members of the Governing Body.
3. Governing Body members should complete their Evaluation forms prior to the actual evaluation session.
4. If a facilitator is used( and this is recommended) the completed forms should be reviewed by the facilitator prior to the actual evaluation session.
5. In the process of evaluation, and any discussion by the members of the Governing Body, the focus should be on job-related performance rather than on personal traits of the Manager over the past year-- not just the past month. This point should not be construed as discouraging discussion of some matter of a personal nature which may be affecting the Manager's relationship and/or effectiveness in a negative fashion.

**EVALUATION  
OF  
CITY MANAGER  
LAUDERHILL, FLORIDA**

1                      2                      3                      4                      5

---

Does not                      Meets                      Exceeds  
meet expectations                      Expectations                      Expectations

**I. RELATIONS WITH GOVERNING BODY  
PROVIDING INFORMATION**

1. Keep the Commission informed in an appropriate and timely manner about matters critical to the Commission's policy making role? \_\_\_\_\_
2. Provide information on an equal basis to all Commission members? \_\_\_\_\_
3. Anticipate and follow up promptly on Commission requests for information or action without having to be reminded? \_\_\_\_\_
4. Available to the Commission on official business either personally or through designated subordinates? \_\_\_\_\_
5. Report departmental and staff activities to the Commission in an appropriate and timely manner? \_\_\_\_\_
6. Advise the Commission of relevant legislation and developments in the area of public policy affecting the City of Lauderhill? \_\_\_\_\_
7. Developed, or is in the process of developing, comprehensive understanding of the problems and issues existing in the City of Lauderhill? \_\_\_\_\_
8. Consider all available alternatives before making recommendations to the Commission? \_\_\_\_\_
9. Anticipate, plan and prioritize future needs and programs recognizing the potential problems confronting the City? \_\_\_\_\_

EF1-97

*Comments:*

**II. ORGANIZATIONAL RELATIONS**  
**A. FISCAL MANAGEMENT**

1. Develop and administer a process of budget preparation and review which meets the requirements of the City Charter, and expectations of the Commission in its decision making role? \_\_\_\_\_
2. Control operational and capital costs through adequate budgetary controls and the judicious/economical utilization of manpower, material and equipment? \_\_\_\_\_
3. Provide the Commission with timely and sufficient reports on the financial status of the City government in accordance with the Charter and requirements of the Commission? \_\_\_\_\_

*Comments:*

**B. PERSONNEL MANAGEMENT**

1. Effectuate sound personnel selection and placement policies? \_\_\_\_\_
2. Motivate personnel through leadership and training so that they are increasingly effective in the performance of their duties, in achieving common goals and objectives and in nurturing an attitude of courtesy, helpfulness and sensitivity to the public? \_\_\_\_\_
3. Take disciplinary action when appropriate? \_\_\_\_\_
4. Promote and support the "public service role" for all city employees and emphasizing exemplary performance? \_\_\_\_\_
5. Treat all city personnel in a fair and equitable manner? \_\_\_\_\_

*Comments:*

**C. MANAGING THE ORGANIZATION**

1. Execute the policies adopted by the Commission in a timely and appropriate fashion? \_\_\_\_\_
2. Plan and execute organizational priorities in a manner reflective of the city's stated mission and goals, and satisfactory to the Commission? \_\_\_\_\_
3. Analyze organizational problems or issues and identify causes, reasons, implications, and solutions employing all available technologies, systems and methods? \_\_\_\_\_
4. Execute the short and long-term goals and objectives set forth in the City's Mission Statement in a timely and effective manner? \_\_\_\_\_
5. Communicate effective, clearly, easily and to the point? \_\_\_\_\_

6. Demonstrate sensitivity to the opinions and concerns of others in and outside the organization? \_\_\_\_\_
7. Emphasize the importance of teamwork and leadership in his relationship with the organization, and provide a role model for personnel. \_\_\_\_\_
8. Accept new ideas and suggestions for change. \_\_\_\_\_
9. Adapt to and deal effectively with unanticipated conditions and situations? \_\_\_\_\_

*Comments:*

### III. RELATIONS WITH THE PUBLIC

1. Handle disputes or complaints involving citizens in an effective, equitable, and timely manner? \_\_\_\_\_
2. Make himself available and visible to the citizens of Lauderhill in an appropriate manner? \_\_\_\_\_
3. Present Commission policies and positions on issues to the citizens and city organization accurately, equitably, and effectively? \_\_\_\_\_
4. Direct sufficient public credit to the Commission in its role as the Governing Body? \_\_\_\_\_

*Comments:*

#### IV. RELATIONS WITH OTHER GOVERNMENTS

1. Deal effectively with other governmental agencies at all levels in representing the City of Lauderhill? \_\_\_\_\_
2. Develop and administer an effective program of grantsmanship? \_\_\_\_\_

*Comments:*

List any goals, achievements, objectives

Overall Rating  
(considering all items above)

\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

FROM: CITY MGR

TO: BP18502223806

FEB 24, 1998 1:07PM H080 P.02

## CITY OF TITUSVILLE, FLORIDA

## CITY MANAGER EVALUATION

Rate each item on the evaluation sheet based on the following scale:

(1) Poor \_\_\_\_\_ (2) Fair \_\_\_\_\_ (3) Good \_\_\_\_\_ (4) Very Good \_\_\_\_\_ (5) Excellent \_\_\_\_\_

Evaluation of City Manager: \_\_\_\_\_

Date: \_\_\_\_\_

NOTE: ADDITIONAL INFORMATION/COMMENTS MAY BE ATTACHED AT  
THE OPTION OF THE EVALUATOR.Organizational Management

1. Plans and organizes work that implements the policies of the City Council. \_\_\_\_\_
2. Relationship with Department Heads. \_\_\_\_\_

Fiscal Management

1. Plans and organizes the preparation of an annual budget with support documentation. \_\_\_\_\_
2. Administers the adopted budget within approved revenues and expenditures as presented in the annual audit. \_\_\_\_\_
3. Plans, organizes, and supervises economic utilization of manpower, materials, and machinery. \_\_\_\_\_

Planning

1. Organizes a process of planning in anticipation of future needs and problems. \_\_\_\_\_
  2. Participates in the establishment of reasonable goals/objectives for the City and its departments. \_\_\_\_\_
  3. Achieves project schedules (i.e., construction) which are the direct responsibility of the City Manager in a timely and professional manner. \_\_\_\_\_
-

FROM: CITY MGR

TO: 0P10502223006

FEB 24, 1998 1:00PM R080 P.03

City of Titusville, Florida

2

City Manager Evaluation

4. Assists and coordinates with the City Council and staff in the implementation of City projects and agenda action items in order to effectively achieve desired results. \_\_\_\_\_

**Staffing**

1. Recruits and retains competent personnel for City positions. \_\_\_\_\_
2. Aware of weak or inefficient personnel and works to improve their performance. \_\_\_\_\_
3. Accurately informed and concerned about employee insurance, fringe benefits, promotions, and pensions. \_\_\_\_\_

**Supervision**

1. Encourages Department Heads to make decisions within their own jurisdictions without City Manager approval yet maintains general control of administrative operations. \_\_\_\_\_
2. Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs. \_\_\_\_\_
3. Has developed a friendly and informal relationship with the work force as a whole yet maintains the prestige and dignity of the City Manager's office. \_\_\_\_\_

**Relations with Council**

1. Responds to requests for information or assistance by the Council. \_\_\_\_\_
  2. Informs all Council members of important issues and developments. \_\_\_\_\_
  3. Receptive to constructive criticism and advice. \_\_\_\_\_
  4. Carries out the directives of the Council as a whole rather than those of any individual Council member. \_\_\_\_\_
  5. The Manager assumes responsibility for staff performance. \_\_\_\_\_
-



FROM: CITY MGR

TO: BP18502223006

FEB 24, 1998 1:08PM #000 P.04

City of Titusville, Florida

3

City Manager Evaluation

Reporting

1. Provides the Council with reports concerning matters of importance to the City. \_\_\_\_\_
2. Reports are accurate and comprehensive. \_\_\_\_\_

Citizen and Intergovernmental Relations

1. Handles citizens' complaints and questions in professional and prompt manner. \_\_\_\_\_
2. Willingness to meet with members of the community and discuss issues of concern. \_\_\_\_\_
3. Cooperates with neighboring communities and maintains open communications with other municipalities in areas that may affect or relate to the City. \_\_\_\_\_

Professional/Personal Characteristics

1. Invests sufficient effort and time in being diligent and thorough in the performance of job responsibilities. \_\_\_\_\_
2. Willingness to attend seminars/conferences to be kept informed on new legislation, methods and techniques. \_\_\_\_\_
3. Personal appearance. \_\_\_\_\_
4. Professional presence - Ability to adequately represent the City with other units of governments, professional associations and civic groups/organizations. \_\_\_\_\_

FROM: CITY MGR

TO: BP16502223026

FEB 24, 1998 1:08PM #000 P.05

City of Titusville, Florida

4

City Manager Evaluation

Council Observations

1. During the coming year, in what can the City Manager take the greatest pride? What do you feel are his strongest points and his finest accomplishments this past year?

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2. During the coming year, in what areas do you feel most need improvement? Why? Do you have any constructive, positive ideas as to how the City Manager can improve?

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3. Two things that the Manager does now that I would most like him to continue:

A. 

---

---

B. 

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---

4. Two things that the Manager does now that I would most like him to discontinue:

A. 

---

---

B. 

---

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FROM: CITY MGR

TO: 8P18502223806

FEB 24 1998 1:08PM 8080 P.06

City of Titusville, Florida

5

City Manager Evaluation

5. Two things that the Manager does not do now that I would like him to do:

A.

\_\_\_\_\_  
\_\_\_\_\_

B.

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**City of St. Pete Beach, Florida****City Manager's Evaluation**

Rate each item on the evaluation sheet based on the following scale:

(1) Poor      (2) Fair      (3) Good      (4) Very Good      (5) Excellent

Evaluation of City Manager: \_\_\_\_\_

Date: \_\_\_\_\_

NOTE: ADDITIONAL INFORMATION/COMMENTS MAY BE ATTACHED AT THE  
OPTION OF THE EVALUATOR.

**Organizational Management**

1. Plans and organizes work that implements the policies of the City Commission \_\_\_\_\_
2. Relationship with Department Directors \_\_\_\_\_

**Fiscal Management**

1. Plans and organizes the preparation of the annual budget with support documentation. \_\_\_\_\_
2. Administers the adopted budget within approved revenues and expenditures as presented in the annual audit. \_\_\_\_\_
3. Plans, organizes, and supervises economic utilization of manpower, materials, and machinery. \_\_\_\_\_

**Planning**

1. Organizes a process of planning in anticipation of future needs and problems. \_\_\_\_\_
  2. Participates in the establishment of reasonable goals/objectives of the City and its departments. \_\_\_\_\_
  3. Achieves project schedules (i.e. construction) which are the direct responsibility of the City Manager in a timely and professional manner. \_\_\_\_\_
  4. Assists and coordinates with the City Council and staff in the implementation of City projects and agenda action items in order to effectively achieve desired results. \_\_\_\_\_
-

City of St. Pete Beach, FloridaCity Manager EvaluationStaffing

1. Recruits and retains competent personnel for City positions \_\_\_\_\_
2. Aware of weak and inefficient personnel and works to improve their performance. \_\_\_\_\_
3. Accurately informed and concerned about employee insurance, fringe benefits, promotions and pensions. \_\_\_\_\_

Supervision

1. Encourages Department Directors to make decisions within their own jurisdictions without City Manager approval yet maintains general control of administrative operations. \_\_\_\_\_
2. Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs. \_\_\_\_\_
3. Has developed a friendly and informal relationship with the work force as a whole yet maintains the prestige and dignity of the City Manager's office. \_\_\_\_\_

Relations with Council

1. Responds to requests for information or assistance by the Commission. \_\_\_\_\_
2. Informs all Commission members of important issues and developments. \_\_\_\_\_
3. Receptive to constructive criticism and advice. \_\_\_\_\_
4. Carries out the directives of the Commission as a whole rather than those of any individual Commission member. \_\_\_\_\_
5. The Manager assumes responsibility for staff performance. \_\_\_\_\_

Reporting

1. Provides the Commission with reports concerning matters of importance to the City. \_\_\_\_\_
2. Reports are accurate and comprehensive. \_\_\_\_\_

City of St. Pete Beach, FloridaCity Manager EvaluationCitizen and Intergovernmental Relations

1. Handles citizens' complaints and questions in professional and prompt manner \_\_\_\_\_
2. Willingness to meet with members of the community and discuss issues of concern. \_\_\_\_\_
3. Cooperates with neighboring communities and maintains open communications with other municipalities in areas that may affect or relate to the City. \_\_\_\_\_

Professional/Personal Characteristics

1. Invests sufficient effort and time in being diligent and thorough in the performance of job responsibilities. \_\_\_\_\_
2. Willingness to attend seminars/conferences to be kept informed on new legislation, methods and techniques. \_\_\_\_\_
3. Personal appearance. \_\_\_\_\_
4. Professional presence - Ability to adequately represent the City with other units of governments, professional associations and civic groups/organizations. \_\_\_\_\_

Council Observations

1. During the coming year, in what can the City Manager take the greatest pride? What do you feel are his strongest points and his finest accomplishments this past year?

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2. During the coming year, in what areas do you feel most need improvement? Why? Do you have any constructive, positive ideas as to how the City Manager can improve?

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City of St. Pete Beach, Florida

City Manager Evaluation

3. Two things that the Manager does now that I would most like him to continue:

- A. \_\_\_\_\_  
\_\_\_\_\_  
B. \_\_\_\_\_  
\_\_\_\_\_

4. Two things that the Manager does now that I would most like him to discontinue:

- A. \_\_\_\_\_  
\_\_\_\_\_  
B. \_\_\_\_\_  
\_\_\_\_\_

5. Two things that the Manager does not do now that I would like him to do:

- A. \_\_\_\_\_  
\_\_\_\_\_  
B. \_\_\_\_\_  
\_\_\_\_\_

6. Two issues that I would like to see the Manager concentrate on within the next twelve months:

- A. \_\_\_\_\_  
\_\_\_\_\_  
B. \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## PERFORMANCE EVALUATION OUTLINE FOR CITY MANAGER

This outline is provided to assist the Melbourne City Council in evaluation of the City Manager.

Evaluation categories are presented as well as areas for comment with regard to accomplishments in the past year or areas of need for improvement. Evaluation areas consider the provisions of the City Charter as they relate to the respective positions and place them within the context of management, legal and/or administrative principles in municipal government.

Use the following scale to rate the factors listed below:

<b><u>Distinguished Performance</u></b>	5
<ul style="list-style-type: none"><li>This rating describes performance which consistently exceeds job expectations, and reflects a thorough, efficient, and superior effort.</li></ul>	
<b><u>Commendable Performance</u></b>	4
<ul style="list-style-type: none"><li>This rating consistently fulfills the requirements of the job.</li></ul>	
<b><u>Meets Expectations</u></b>	3
<ul style="list-style-type: none"><li>This rating reflects performance which normally meets job expectations.</li></ul>	
<b><u>Meets Minimum Expectations</u></b>	2
<ul style="list-style-type: none"><li>This rating reflects that the person sometimes fails to fulfill the requirements of the job, and improvements are needed.</li></ul>	
<b><u>Unsatisfactory Performance</u></b>	1
<ul style="list-style-type: none"><li>This rating indicates consistently fails to fulfill the requirements of the job.</li></ul>	



## City Manager's Annual Evaluation

**City Manager Evaluation:** Circle the number you believe most closely reflects the performance in each area listed, using the performance description on the previous page (5-Distinguished Performance; 4-Commendable Performance; 3-Meets Expectations; 2-Meets Minimum Expectations; 1-Unsatisfactory Performance).

1. **PERSONAL AND PROFESSIONAL SKILLS**

- Composure, appearance, lifestyle, conduct or habits, and attitude fitting for an individual in executive position. 1 2 3 4 5
- Invests sufficient efforts toward being diligent and thorough in discharge of duties 1 2 3 4 5
- Knowledgeable of current developments affecting the management field. 1 2 3 4 5
- Has the technical skills necessary for operational competence, especially financial planning and control, administrative analysis, program direction and community planning. 1 2 3 4 5
- Has a capacity for innovation. 1 2 3 4 5
- Anticipates problems and develops effective solutions. Develops alternative approaches in implementing solutions. 1 2 3 4 5
- Willing to try new ideas proposed by Council Members or staff. 1 2 3 4 5
- Participates as necessary in municipal associations/activities at all levels. 1 2 3 4 5
- Maintains rapport with various other governmental jurisdictions and/or agencies. 1 2 3 4 5
- Open to criticism and regards it as a learning experience. Willing to adapt. 1 2 3 4 5

### City Manager's Annual Evaluation

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- Maintains a high degree of personal integrity. Actions and decisions reflect moral and ethical standards. 1 2 3 4 5
- Viewed with respect by others inside and outside the organization. 1 2 3 4 5
- Effectively utilizes professional seminars and conferences to continuously improve his skills in the profession. 1 2 3 4 5
- Energetic and willing to spend whatever time it takes to do a good job. 1 2 3 4 5
- Tries to understand the values, attitudes and goals of others. 1 2 3 4 5
- Unemotional and unbiased in his decision making. Rational, impersonal viewpoints based on facts and qualified opinions are used. 1 2 3 4 5

Comments

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### 2. PROVIDES EFFECTIVE SUPPORT TO COUNCIL

- Responds equally to the Mayor and each member of Council, and implements directives of the Council as a whole rather than those of any one Council Member. 1 2 3 4 5
- Responds to requests for information, suggestions, or assistance by Council. Is readily available to Council either personally or through designated staff. 1 2 3 4 5
- As requested by Council, assists the Council in establishing policy, while acknowledging and understanding that the Council has ultimate authority in policy creation. 1 2 3 4 5

### City Manager's Annual Evaluation

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- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| • Receptive of constructive criticism and advice.  | 1 | 2 | 3 | 4 | 5 |
| • Implements Council action in accordance with the intent of the Council. Supports the action of the Council after a decision has been reached.  | 1 | 2 | 3 | 4 | 5 |
| • Enforces City policies. Reviews enforcement procedures periodically to improve effectiveness.  | 1 | 2 | 3 | 4 | 5 |
| • Informs the Council of administrative developments. Assists the Council in resolving problems at the administrative level to avoid unnecessary legislative action.   | 1 | 2 | 3 | 4 | 5 |
| • Understands the City's laws and ordinances.  | 1 | 2 | 3 | 4 | 5 |
| • Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administration.  | 1 | 2 | 3 | 4 | 5 |
| • Provides the Council with accurate and comprehensive reports concerning matters of importance to the City.   | 1 | 2 | 3 | 4 | 5 |
| • Reports are generally produced through own initiative rather than only when requested by Council. Reports which relate to problems include pertinent information and offer alternative approaches to resolving problems.                                   | 1 | 2 | 3 | 4 | 5 |
| • Maintains effective communications, both written and verbal, with members of Council.  | 1 | 2 | 3 | 4 | 5 |
| • Plans and organizes materials and presentations by himself or by sub-ordinates for the Council (i.e. Council Agenda), in a clear, concise, and comprehensive manner.   | 1 | 2 | 3 | 4 | 5 |
| • Prepares a balanced budget reflective of the requirements of the City organization to provide services at a level intended by Council. Suggests appropriate use of available funds, conscious of the need to operate the City efficiently and effectively. | 1 | 2 | 3 | 4 | 5 |

### City Manager's Annual Evaluation

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- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| • Proposed budget is in an intelligent format. Provides guidance and assistance to Council during the budget process. | 1 | 2 | 3 | 4 | 5 |
| • Prepares a Capital Improvement Program which reflects efficient, effective systematic planning for the future.      | 1 | 2 | 3 | 4 | 5 |
| • Assists the Council in setting short-term and long-term goals for the City.   | 1 | 2 | 3 | 4 | 5 |

Comments

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### 3. CONTINUES TO IMPROVE QUALITY SERVICES TO CITIZENS

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| • Maintains an interest in and devotion to the community and its citizens. Takes an appropriate part in community activities.   | 1 | 2 | 3 | 4 | 5 |
| • Willing to meet with members of the community and discuss their interests and concerns.   | 1 | 2 | 3 | 4 | 5 |
| • Effectively communicates Council policies and directives to the public.   | 1 | 2 | 3 | 4 | 5 |
| • Works with the news media to inform the media about City activities and Council's policies.   | 1 | 2 | 3 | 4 | 5 |
| • Displays skills for effective relations with various "types" of public (i.e. media, business community, civic groups, etc.  | 1 | 2 | 3 | 4 | 5 |
| • Either personally or through designated staff, effectively works with outside agencies and other units of government with regard to managerial performance and intergovernmental relations. | 1 | 2 | 3 | 4 | 5 |
| • Either personally or through designated staff, is responsive to citizen complaints or suggestions, and handles them in a proper and timely manner.  | 1 | 2 | 3 | 4 | 5 |

### City Manager's Annual Evaluation

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- Attempts to insure that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in all coworkers. 1 2 3 4 5
- Establishes and maintains an image of the City to the community that represents quality services, vitality and professionalism. 1 2 3 4 5
- Attitude of the community toward the Manager is one of integrity, credibility, and ability. 1 2 3 4 5

Comments

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#### 4. SUPERVISE CITY OPERATIONS

- Encourages department heads to make decisions within their own jurisdiction without his/her specific review and approval, yet maintains general control of administrative operations. 1 2 3 4 5
- Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their program. 1 2 3 4 5
- Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager's office. 1 2 3 4 5
- Evaluates personnel periodically and points out staff weaknesses and strengths. Takes corrective action as necessary to improve staff activities and operations. 1 2 3 4 5
- Takes responsibility for setting realistic and pertinent goals for organization. Strives to make the organization action or results oriented. 1 2 3 4 5
- Displays flexibility in his leadership style. 1 2 3 4 5

### City Manager's Annual Evaluation

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- Has the capability and willingness to make hard choices/decisions when required or necessary. 1 2 3 4 5
- Accepts full responsibility and accountability for decisions and actions of subordinates. 1 2 3 4 5
- Has the ability to effectively motivate groups and individuals. 1 2 3 4 5
- Knowledgeable of City laws and ordinances and others that affect municipal operations. 1 2 3 4 5
- Effective in recruiting, selecting, directing, and developing staff members who report to him. 1 2 3 4 5
- Demonstrates the ability to develop and present new ideas, procedures, or processes, and strives to create an environment that promotes innovation and accomplishment. 1 2 3 4 5
- Keeps the Council informed of legislative trends, as well as new technologies and methods related to City activities. 1 2 3 4 5

Comments

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What accomplishments are of note for the City Manager this past year?

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What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

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**City Manager's Annual Evaluation**

\_\_\_\_\_  
\_\_\_\_\_  
Please identify any changes you would like to see the City Manager make regarding leadership style, interpersonal relations, community relations, or managerial effectiveness.

\_\_\_\_\_  
\_\_\_\_\_  
Please list and prioritize goals and objectives for the City Manager for the upcoming year:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Please attach sheets if necessary.

EVALUATOR: \_\_\_\_\_

\_\_\_\_\_  
Signature Date

## CITY MANAGER EVALUATION

For each of the following areas, you are asked to evaluate the City Manager's performance. Each evaluation area includes several questions that you should consider in deciding how to evaluate the Manager. You might think of other points that should also be considered. These questions are included so that you will have some idea of the points that should be considered in each area.

The evaluation rating system is as follows:

Unacceptable		Meets Expectations		Outstanding
1	2	3	4	5

Space is provided for written comments in each area of evaluation and additional space is provided at the end of the evaluation for you to add criteria that may not have been included, which you feel should be evaluated or to add general comments. For each area, circle the number which most closely agrees with your perception of the Manager's performance.

### I. EMPLOYEE RELATIONS

*Does the Manager exercise proper supervision? Does he encourage initiative? Are employee activities properly coordinated for the good of the organization? Is he perceived as being fair and objective? Does he have the respect of employees? Does he offer incentives for improved performance? Are there a large number of employee grievances? Does he effectively use the chain of command? Does he delegate work to improve employee performance? Is adequate training provided? Is he available for employee guidance?*

1 2 3 4 5

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### II. COUNCIL RELATIONS

*Does Manager maintain effective communications with Council, both verbally and in writing? Is the Council kept informed of major issues? Does he recognize the Council as his employer? Are Council requests responded to promptly and accurately? Is he available to the Council, either personally or through designated subordinates? Is he sensitive to Council concerns? Does he provide adequate leadership for the Council on major issues? Are materials provided in the most clear, concise, and comprehensive manner possible? Does he deal with the Council as a team? Does he properly avoid "politics" and any indication of favoritism or partisanship?*

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1 2 3 4 5

Comments: \_\_\_\_\_

### III. PUBLIC/COMMUNITY RELATIONS

*Does the Manager exhibit an attitude and feeling of helpfulness, courtesy and sensitivity to the public? Has he established an image of the City to citizens that represents service and professionalism? Does he maintain contact with citizens and organizations involved in areas of concern that relate to service or activities of the City? Is he perceived as being available to citizens and sincerely interested in the community? Is he regarded as a man of high integrity and ethical conduct? Is he involved in community activities?*

1 2 3 4 5

Comments: \_\_\_\_\_

### IV. PRESS RELATIONS

*Is he available to the press? Does he accurately report City activities to the news media? Does he recognize the importance of good press relations? Does he keep the press adequately informed of City government activities? Is he perceived as being honest and open?*

1 2 3 4 5

Comments: \_\_\_\_\_

## V. ORGANIZATIONAL MANAGEMENT

*Does he plan and organize work that carries out policies adopted by Council? Does he develop reasonable and informed recommendations? Does the organization function effectively and efficiently? Does he recognize the need for change and recommend appropriate solutions? Are staff reports developed on time and are they of good quality? Does he provide sufficient leadership and direction? Is there proper coordination among departments?*

1 2 3 4 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## VII. LONG RANGE PLANNING

*Does he maintain a knowledge of new technologies, methods, etc.? Does he anticipate community needs and prepare reasonable recommendations to meet those needs? Does he plan, organize, and maintain a process for establishing community goals? Does he adequately monitor and report on on-going activities? Does he have a vision for the future of the community consistent with Council policy?*

1 2 3 4 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## VIII. PERSONAL/PROFESSIONAL DEVELOPMENT

*Does he attend professional conferences and seminars to increase his ability to serve the City? Does he maintain close working relationships with other professional government administrators? Is he energetic and willing to spend whatever time is required to do a good job? Is there a proper balance between personal, family, and professional commitments?*

1 2 3 4 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

IX. ADDITIONAL CRITERIA SUGGESTED  
BY COUNCIL

1. _____	1	2	3	4	5
2. _____	1	2	3	4	5
3. _____	1	2	3	4	5
4. _____	1	2	3	4	5
5. _____	1	2	3	4	5

X. ADDITIONAL COMMENTS

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RETURN TO MAYOR AS SOON AS POSSIBLE

## MUNICIPAL CHIEF EXECUTIVE

**PLANNING** - ability to anticipate and analyze problems; maps effective solutions.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**ORGANIZING** - ability to arrange work and efficiently apply resources.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**SUPERVISION** - builds and motivates a team, provides direction, monitors and adjusts performance as necessary.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**DELEGATION** - effectively assigns work to others and builds their skills.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**TIMING, i.e. opportunist** - makes decisions when sufficient information is available, implements action when conditions are ripe for success.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**FINANCIAL MANAGEMENT** - accurately and concisely reports (and projects) the financial condition; management practices and policies are designed to maintain (or achieve) a sound long range financial condition - uses debt cautiously, plans for the long term replacement and maintenance of equipment and infrastructure.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**FORGES COMPROMISES** - has the ability to resolve the numerous conflicts inherent in municipal government - is a good negotiator.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**ANALYTICAL** - in making decisions considers the best available facts, projections and scientific evidence. To the extent that resources permit, insures that these tools are available.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**SENSITIVITY** - listens and understands the positions and circumstances of others; communicates that understanding.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**GOVERNING BODY** - accurately interprets the direction given by the governing body; keeps you well informed with concise oral and written communication.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**COMMUNICATIONS WITH THE PUBLIC** - is open and available to the public, takes their concerns seriously, recognizes the public's right and need to be well informed; is visible in the community.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**COMMUNICATIONS WITH EMPLOYEES** - provides sufficient information to keep the employees productive and motivated; understands their concerns.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**CREATIVITY** - ability to reach for effective, and when necessary, inventive solutions.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**HONEST—FAIR** - consistently open and straightforward; impartial.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**ADAPTABLE** - responds positively to a changing world and changing local conditions; does not cling to the status quo for its own sake.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**RESILIENT** - energy and motivation maintained in spite of constant demands; handles stress well.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**HUMOR** - maintains and shares an appropriate sense of humor to lighten the load.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**HIRING** - recognizes the value of excellent employees and uses all reasonable efforts to insure that the best available individuals are recruited and hired.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**RISK MANAGEMENT** - implements effective programs to limit liability and loss.

☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**LEADERSHIP** - guides effectively.

Comment: ☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

Comment: \_\_\_\_\_

**ACCEPTS DIRECTION** - aggressively responds to the direction of the majority of the governing body - not sidetracked by the minority but recognizes their concerns.

Comment: \_\_\_\_\_

**ETHICAL** - conforms to the high standards of the profession; if a member of ICMA, knows, follows and promotes the "ICMA Code of Ethics."

Comment: \_\_\_\_\_ ☐ unacceptable ☐ poor ☐ acceptable ☐ good ☐ excellent

**JOB KNOWLEDGE** - has a solid understanding of all phases of municipal government.

Comments: \_\_\_\_\_

**PROFESSIONAL DEVELOPMENT** - takes action to acquire new knowledge and skills - encourages employees to do the same.

Comment: \_\_\_\_\_

☐ unacceptable    ☐ poor    ☐ acceptable    ☐ good    ☐ excellent

**SUCCESSFUL** - in spite of limited resources, makes it happen.

Comments: ☐ unacceptable ☐ poor. ☐ acceptable ☐ good ☐ excellent

**QUALITY OF MUNICIPAL SERVICES** - how well do the direct services provided meet the needs of the community. (CEO to correct the following list prior to distribution)

[illegible]

**OPERATIONAL EFFICIENCY** - obtains the best possible end result for the money spent.

☐ unacceptable    ☐ poor    ☐ acceptable    ☐ good    ☐ excellent

Comment: \_\_\_\_\_

**CREDITS GOVERNING BODY** - credits municipal accomplishments to the policy makers: does not feed a personal ego.

☐ unacceptable    ☐ poor    ☐ acceptable    ☐ good    ☐ excellent

Comment: \_\_\_\_\_

**COMPLETION OF PRIOR OBJECTIVES** - considering the resources available, how well CEO implemented prior objectives.

☐ unacceptable    ☐ poor    ☐ acceptable    ☐ good    ☐ excellent

Comment: \_\_\_\_\_

**NEW OBJECTIVES** - list new priorities (the CEO then will prepare draft action plan for your review).

**OTHER WEAKNESSES** - list other areas in need of improvement.

**OTHER STRENGTHS** - list other strengths.

\_\_\_\_\_  
signature of evaluator

\_\_\_\_\_  
evaluation period

\_\_\_\_\_  
date